

Statement of Qualifications and Project Proposal:

Pender County, NC - Comprehensive Plan Update



RENAISSANCE
PLANNING

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Project Team Information:

Holland Consulting Planners, Inc., (HCP) was established in 1987 to provide quality comprehensive planning and grant management consultant services. T. Dale Holland, AICP, is the firm's owner and president. While a wide range of planning capabilities is provided, our principal focus is on land use planning, urban design, and community development. We strongly believe in providing exceptional service to our client base and we have particular interest in enriching the urban fabric in communities across the state of North Carolina.



The firm maintains offices in Wilmington and Washington, NC. The majority of our staff is located in our Wilmington office, our firm's headquarters. Our staff consists of experienced professionals who are members of the American Institute of Certified Planners and American Society of Landscape Architects, in addition to other organizations associated with the built environment.

HCP has participated in more than 100 comprehensive planning projects over the firm's 28-year history. We have unrivaled experience with comprehensive planning in eastern North Carolina.

As a firm, we have extensive experience in providing realistic and implementable strategies so that communities may achieve both their vision and long-term goals. This experience is supported by our fundamental understanding of both land use law and governmental policy. The following provides a summary of HCP's capabilities:

Planning

- Code and Ordinance Preparation
- Comprehensive and Growth Management Plans
- Hazard Mitigation Plans
- Emergency Response Plans
- Bicycle and Pedestrian Plans
- Corridor Plans
- Downtown Plans
- Shoreline Access Plans
- Public Involvement Plans and Charrettes

Urban Design

- Community Design Plans
- Placemaking Strategies
- Parks and Open Space Conceptual Design
- Streetscape Design
- Site Planning
- Computer Visualization (existing and proposed)
- Design Review
- Site Evaluation and Selection



Community Development

Environmental Review Records
HUD CDBG Administration
Analysis of Impediments to Fair Housing Choice
Consolidated Plans and Annual Action Plans
CDBG Program Planning and Applications
Housing Rehabilitation Administration
HMGP Elevation and Acquisition
Housing Needs Assessment

Administrative & Management Services

Zoning and Planning Administration
Planning and Design
Project Management
Program Development
Grant Administration
Graphics, Mapping, and Auxiliary GIS
Business Retention, Expansion, and Recruitment
Communication, Community, and Public Relations
Workload Overflow

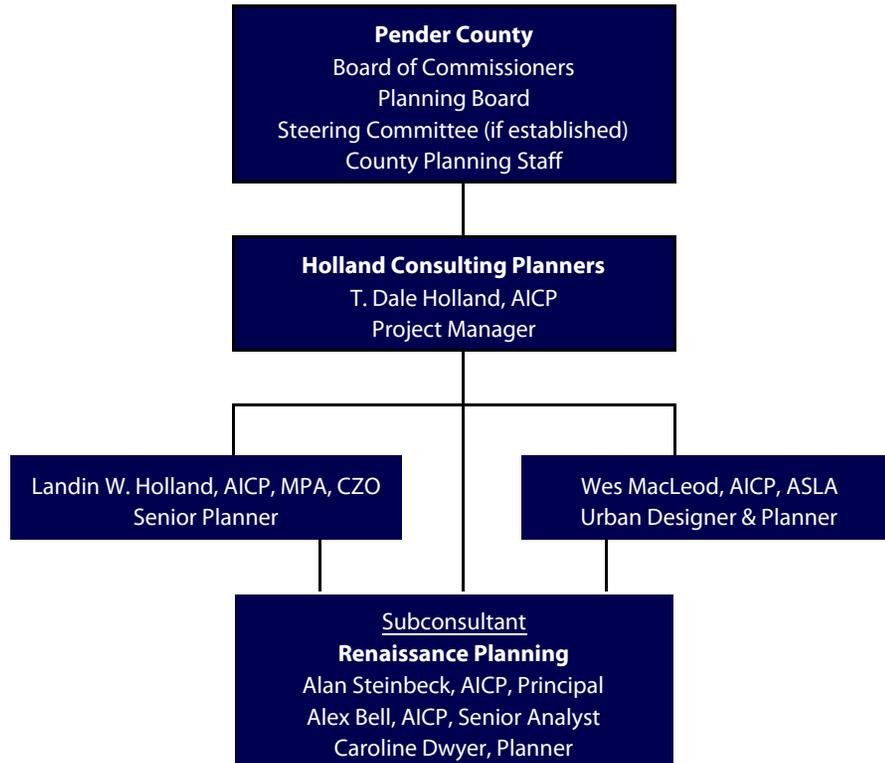
Renaissance Planning Group (Renaissance) is a planning, design, and policy analysis consulting firm of city planners specializing in the integration of transportation, land use, urban design, and technology. We have a staff of 37 people located in offices throughout the mid-Atlantic and Southeast. We specialize in the integration of transportation, land use, urban design, economic and environmental considerations to create thoughtful, lasting plans.

We believe in the power of integrated planning to help enhance connections between people, place and opportunity. We do this by applying the technical rigor required to plan for multimodal transportation networks; conduct market analysis; and design elements of city form to create more livable communities. We also apply strategic communications and outreach techniques aimed at building consensus and empowering communities to act on their plans. This requires a collaborative team of professionals with skills and expertise in a diverse range of disciplines including engineering, planning, urban design, environmental science, economics and communications. From regions to streetscapes, from rural towns to big cities - we understand the challenges communities face.



Project Team Staffing:

Project Team Organizational Chart



Proposed Planning Team

T. Dale Holland, AICP, will serve as Principal and Project Manager. He will be responsible for oversight of project development and will serve as the principal contact regarding project status and deliverables. Mr. Holland has over 40 years of planning and administrative experience, including a thorough knowledge of North Carolina land use laws and regulations. Landin W. Holland, MPA, AICP, CZO, and Wes MacLeod, AICP, ASLA, will serve as project support in regards to project development, land use, public participation, and urban design. In addition, the HCP project team is complemented by an administrative support staff which has 28 years of experience in producing planning documents in an efficient and timely manner.

Renaissance Planning Group will provide expertise in matters related to transportation planning. Experience gleaned from the US 17 corridor catalyst planning will be incorporated into the project.

Resumes for all personnel, including experience with similar communities, are attached.

Project Personnel Qualifications:

T. DALE HOLLAND, AICP **Principal**

Mr. Holland earned his B.A. and M.A. in Geography with a minor in Planning from East Carolina University. Before starting his own planning firm in 1987, he worked in various planning positions in Virginia and in Rocky Mount and Wilmington, NC. The firm has been actively involved in the preparation of over 100 Land Use Plans, North Carolina's Disaster Recovery Program, including the management of Hurricane Fran HMGP elevation/acquisition projects, and Hurricane Floyd acquisition/rehabilitation projects, and successfully managed the largest residential elevation/retrofitting program ever funded by FEMA (Beaufort County, NC - 1997 thru 2002). Mr. Holland has administrative experience on over 150 housing rehabilitation/redevelopment projects, and has experience in the preparation of over 50 development ordinances. He is a member of the American Institute of Certified Planners.

PUBLIC INVOLVEMENT EXPERIENCE:

Mr. Holland has extensive public participation experience including training by the National Charrette Institute. Over the years, HCP has established proven techniques and exercises to include the public, solicit valuable input, establish consensus, and limit controversy.

RELEVANT PROJECT EXPERIENCE:

City of Clinton, North Carolina
2035 Comprehensive Plan

City of Goldsboro, North Carolina
Envision 35: Urbanized Area Comprehensive Plan

City of Greenville, North Carolina
Center City - West Greenville Revitalization Plan
Horizons: Greenville Community Plan

City of Kinston, North Carolina
2013 Unified Development Ordinance
Plan Kinston Comprehensive Plan

Polk County, North Carolina
20/20 Vision Plan (Comprehensive Plan)
2010 Unified Development Ordinance

LANDIN W. HOLLAND, MPA, AICP, CZO **Senior Planner**

Mr. Holland earned his B.S. in Geography, B.S. in Urban Planning, and M.A. in Public Administration from East Carolina University. He has worked for Holland Consulting Planners, Inc., since 1999. His principal focus has been on land use planning and ordinance preparation. Other areas of experience include stormwater regulations and hazard mitigation plans. Mr. Holland has administrative planning experience on 15 land use plans and unified development ordinances, 22 Hazard Mitigation Plans, administration of flood recovery projects, and assistance on or supervision of 14 CAMA Land Use Plans. Mr. Holland has recently attended training workshops on Form-Based Code and SmartCode. He currently provides day-to-day planning/zoning services to several entities in North Carolina. He is a member of the American Institute of Certified Planners.

RELEVANT PROJECT EXPERIENCE:

City of Goldsboro, North Carolina
Envision 35: Urbanized Area Comprehensive Plan

City of Greenville, North Carolina
Center City - West Greenville Revitalization Plan
Horizons: Greenville Community Plan

City of Kinston, North Carolina
Plan Kinston Comprehensive Plan

Polk County, North Carolina
20/20 Vision Plan (Comprehensive Plan)
2010 Unified Development Ordinance

Town of Sunset Beach, North Carolina
Sunset Beach Boulevard Vision Plan
2012 Unified Development Ordinance



WES MACLEOD, AICP, ASLA
Urban Designer and Planner

Mr. MacLeod earned his B.A. from the University of North Carolina at Wilmington and earned his Master of Landscape Architecture with a minor in Urban and Regional Planning from the University of Florida. He began working for Holland Consulting Planners (HCP) in July 2007. His primary expertise includes urban design and transportation planning. He recently completed a two-day training seminar on strategies for implementing North Carolina's Complete Streets Planning Design Guidelines. He has experience with vision plans, land use plans, non-motorized transportation plans, and small area plans. He has a strong drive to help communities approach barriers to healthy lifestyles through alternative travel choices and the availability of healthy eating options. He is skilled in the use of Adobe Photoshop, InDesign, AutoCAD, and Google Sketchup. He is a member of the American Institute of Certified Planners and the American Society of Landscape Architects.

PUBLIC INVOLVEMENT EXPERIENCE:

Wes has extensive public participation experience. Engaging the citizenry within the jurisdiction of a given project is an integral process of nearly all planning efforts completed at Holland Consulting Planners (HCP). Some projects require a greater level of participation than others. More information for planning and urban design projects completed in the past, the majority of which included public involvement, is available on the HCP website: <http://hcpplanning.com/work/>.

RELEVANT PROJECT EXPERIENCE:

City of Clinton, North Carolina
2035 Comprehensive Plan

FOCUS Consortium (Southeastern NC)
Health & Wellness Gap Analysis: A Regional Assessment of Health Disparities

Goldsboro, North Carolina
Envision 35: Urbanized Area Comprehensive Plan

Kinston, North Carolina
2013 Unified Development Ordinance
Comprehensive Plan
Roadway Design Scenarios

Polk County, North Carolina
20/20 Vision Plan (Comprehensive Plan)
2010 Unified Development Ordinance



ALAN STEINBECK, AICP
Principal

Mr. Steinbeck earned his B.S. in Architecture and M.S. in City and Regional Planning from the Georgia Institute of Technology. His focus as a planning and design professional has been overseeing projects and programs integrating issues of transportation, land use, community development and design. He has successfully managed the completion of numerous projects including transportation plans, area and master plans, land use studies, technical assistance efforts and economic analyses. Alan has a thorough knowledge of the transportation planning process and can effectively address roadway, multimodal and transit issues at the local and regional level. He is also an accomplished community planner, combining design experience and analytical tools to support scenario planning, economic forecasting, transit oriented development analysis and sustainability plans. Alan has the ability to manage complex projects that involve both technical details and high profile decision-making elements. He is an excellent communicator and has a successful record of accomplishment of building consensus around issues among technical staff, the public and elected officials. He is a member of the American Institute of Certified Planners.

RELEVANT PROJECT EXPERIENCE:

Lower Cape Fear FOCUS Consortium, North Carolina
Regional Framework Plan and Development Scenarios

New Hanover County, North Carolina
Comprehensive Plan

New Hanover County, North Carolina
US 421 Capacity Analysis and Development Forecast

City of Creedmoor, North Carolina
Creedmoor Forward Strategic Plan

Hillsborough County City-County Planning Commission
Hillsborough County and City of Tampa Comprehensive Plans

Regional Planning Commission of Greater Birmingham
Future Regional Development Scenario

City of Asheville, North Carolina
East of the Riverway Transportation Network Plan



ALEX BELL, AICP
Senior Analyst

Mr. Bell earned his B.A. in Art History at the University of Florida and his M.S. in Planning from Florida State University. He focuses on plans, projects, tools and data products that support a systematic and comprehensive approach to community and regional planning. His work deals primarily with interactions between the built environment, economic and demographic trends, travel behavior, transportation system performance and environmental impacts of urban development. His project involvement covers database construction and management, GIS analysis and tools creation, and model development and application. He has contributed to a variety of transportation and land use studies at the local, regional, state and federal levels. He is a member of the American Institute of Certified Planners.

RELEVANT PROJECT EXPERIENCE:

Lower Cape Fear FOCUS Consortium, North Carolina
Regional Framework Plan and Development Scenarios

City of Destin, Florida
Pathways Master Plan Update

Syracuse-Onondaga County Planning Agency
Onondaga County Sustainable Development Plan

City of Clearwater, Florida
Greenprint and Comprehensive Plan

Capital Region Transportation Planning Agency
Jefferson County Bicycle and Pedestrian Master Plan

Metropolitan Washington Council of Governments
Healthy by Design Guidelines
Multi-Sector Approach to Reducing GHG

U.S. Environmental Protection Agency
Reviewing EPA's Smart Growth Program's Technical Assistance Efforts



CAROLINE DWYER
Planner

Ms. Dwyer earned her B.A. in Environmental Design, Policy & Planning; Sustainability Studies from the State University of New York at Stony Brook and her M.S. in City and Regional Planning from the University of North Carolina, Chapel Hill. Her academic and professional experiences in the areas of sustainability and resiliency have given her unique understanding of these concepts, and how to effectively incorporate them into planning. Caroline has worked on numerous research projects investigating the intersection of environment and land use including community recovery following natural disasters; "green" cities; comprehensive planning and sustainability; and resiliency after Superstorm Sandy. Caroline has experience with ArcGIS, Microsoft Office Suite, AutoCAD, Stella Modeling Software, Environmental Impact Assessments, and Alternative Dispute Resolution.

RELEVANT PROJECT EXPERIENCE:

Canton, MS and Marysville, WA
Building Blocks for Sustainable Communities: Infill Development

City of Creedmoor, North Carolina
Creedmoor Forward Strategic Plan

Housing Authority of Winston-Salem
Choice Neighborhoods Transformation Plan

UNC: Coastal Hazards Center of Excellence & Institute for the Environment
Analysis of Local Hazard Mitigation Plans and Associated Survey Data
Identification of Indicators and Development of an Online Tool to Help Practitioners Measure Post-Disaster Community Recovery

PUBLICATIONS & RESEARCH:

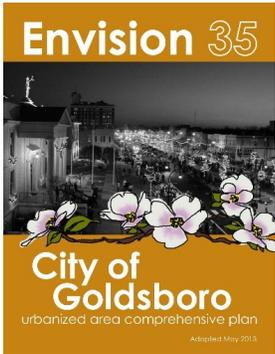
Horney, J, Nguyen, M, Salvesen, D, Dwyer, C, Grabich, S.C, Berke, P. Assessing the quality of rural hazard mitigation plans in the Southeastern US. In press, 2015. Journal of Planning Education and Research.

Horney, J, Dwyer, C, Aminto, M., Berke, P, Smith, G. Developing indicators to measure post-disaster community recovery in the U.S. In press, Disasters.

Finn, D, Dwyer, C. Sustainable development in the birthplace of suburbia: Comprehensive planning for Long Island, New York. Unpublished conference paper. Presented at From the Outside In: Sustainable Futures for Global Cities and Suburbs, Hofstra University, Hempstead, NY.

Project Team Experience List:

ENVISION 35: GOLDSBORO URBANIZED AREA COMPREHENSIVE PLAN

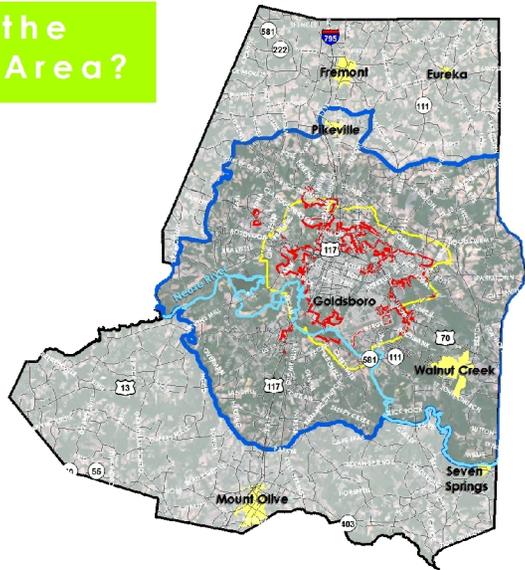
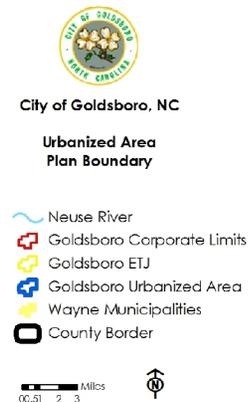


The Goldsboro Urbanized Area Comprehensive Plan was a cooperative effort by the City of Goldsboro, Wayne County, the Metropolitan Planning Organization (regional transportation), and the NC Department of Transportation. Emphasis was placed on extensive citizen participation and the integration of land use planning with transportation planning.

Health and wellness concerns were addressed through an extensive analysis of barriers to healthy lifestyles. Priority areas for health and wellness related capital improvements were created as a result of the process.

Contact: Jennifer Collins, Senior Planner
 City of Goldsboro, 200 North Center Street, Goldsboro, NC 27530
 919/580-4327, jcollins@goldsboronc.gov
 Total Value of Services: \$198,000

What is the Urbanized Area?



CLINTON 2035 COMPREHENSIVE PLAN - CLINTON, NC

Key to any successful planning process is the need for comprehensive, inclusive, and constructive input from the public. As part of the Comprehensive Plan for Clinton, NC, we were able to engage a broad range of citizens in order to understand their desires for the future of their community. The project's success was largely defined through the public input received during the planning process, and its utilization as the foundation for the goals and implementing strategies of the plan. Aesthetic enhancements and emphasis on increasing walkable urban development and the relationship to public health was also emphasized throughout the plan.

Contact: Mary Rose, CZO
 Planning Director,
 Clinton-Sampson Planning
 Department, 227 Lisbon St.
 Clinton, NC 28328
 910/299-4904
mmr@cityofclintonnc.us
 Total Value of Services:
 \$73,200



20/20 Vision Plan (Comprehensive Plan) - Polk County, NC

The Polk County 20/20 Vision Comprehensive Plan was the recipient of the 2010 NCAPA Marvin Collins Outstanding Planning Award for Small Community Comprehensive Planning. The plan includes specific capital improvements planning. Future recreational needs are discussed and identified by category. Emphasis is placed on preserving the County's natural assets. The plan embodies traditional neighborhood development and smart growth principles. Recreational implementing actions are identified. The plan provides a foundation for Polk County's ongoing planning program and serves as the County's primary policy guide for short- and long-range planning, zoning, and land use related decision-making within the County. In addition, the NC Wildlife Resources Commission has utilized the future land use sectors created as part of the plan in their Green Growth Toolbox training and as a case study.

Contact: Cathy Ruth,
County Planner
Polk County, PO Box 308,
Columbus, NC 28722
(828)894-2732
planning@polknc.org
Total Value of Services:
\$91,000



POLK COUNTY 20/20 VISION

A. CONSERVATION SECTOR (C1)

This land use sector is generally characterized by lands that are not open to development and/or utilized for passive recreation. This sector will involve properties that are within federal- or state-owned property, properties secured through land trusts, or environmentally sensitive areas protected through state and/or federal regulation. Property placed within this sector should be preserved as open space in perpetuity through a defined regulatory or legal mechanism.

These portions of the County represent the ecological backbone of the community, providing critical habitats for wildlife; protection of water quality and protection from flooding and erosion; and providing recreation and greenspace (open lands) for residents and visitors.

The following land uses, natural features, and property types should be considered within the Conservation Sector:

- Floodways
- Land trust parcels
- Managed open lands
- Public game lands
- Wetlands
- Protected lands

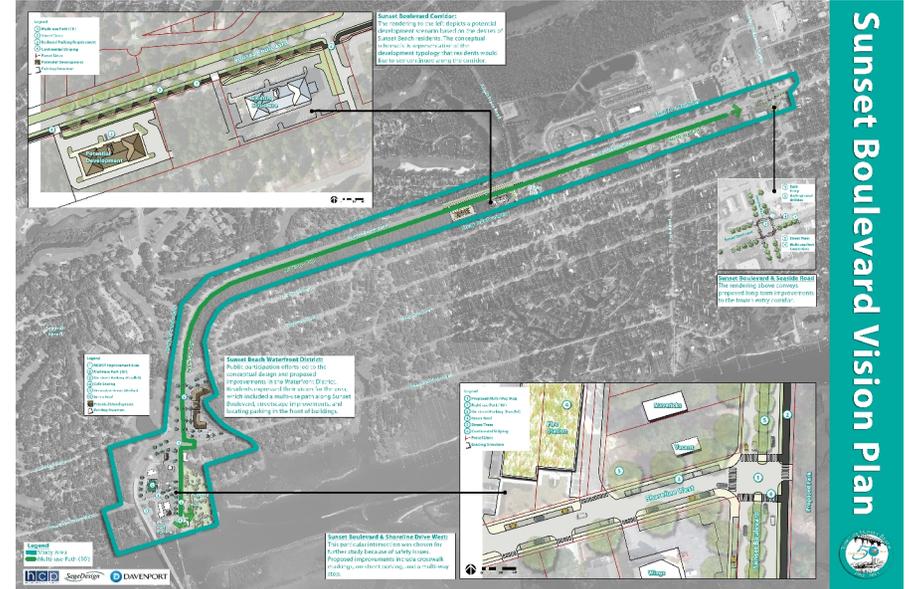
The following summarizes the desired development characteristics within the Conservation Sector:



Thoroughfare Types		Subdivision Type (see Appendix 2)	Average Built Density
Highway	Not Preferred	Minor Subdivision	Not Permitted*
Local Street	Limited	Major Subdivision	Not Permitted*
Public Drive/Path	Permitted	Appropriate Land Use Types	
Private Drive/Path	Permitted	Undisturbed Open Space	Permitted
Pedestrian & Bicycle Trails	Permitted	Conservation Areas	Permitted
Sidewalks	Not Permitted	Parks & Recreation	Not Preferred
Open Space Types (see Appendix 2)		Agricultural/Viticulture	Not Preferred
Playground	Not Permitted	Equestrian Facilities	Not Permitted
Square	Not Permitted	Civic Uses (Government)	Not Permitted
Park (Active Recreation)	Not Permitted	Civic Uses	Not Permitted
Greenway	Permitted	Single-Unit Residential ⁹	Not Permitted
Green	Not Permitted	Multi-Unit Residential	Not Permitted
Greenbelt	Permitted	Commercial/Office	Not Permitted
Agricultural Preserve	Permitted	Retail	Not Permitted
Nature Preserve	Permitted	Mixed Use	Not Permitted
		Industrial	Not Permitted

*Residential development may occur according to rights granted through individual easement/conservation agreements.

SUNSET BOULEVARD VISION PLAN - SUNSET BEACH, NC



Sunset Boulevard Corridor: The rendering to the left depicts a potential development scenario based on the desires of Sunset Beach residents. The conceptual scenario is an expansion of the development typology that residents would like to see on either side of the corridor.

Sunset Beach Waterfront Overpass: Public consultation efforts led to the conceptual design and proposed improvements. At the Waterfront Drive, residents requested three items for the area which included a multi-use path along Sunset Boulevard, pedestrian-friendly streets, and parking/pooling in the front of buildings.

Sunset Boulevard & Shoreline Drive West: This area has been identified as a priority area for further study because of safety issues. Proposed improvements include a greenway, multi-use path, and a multi-use trail.

Sunset Boulevard & Seaside Blvd: The rendering above conveys proposed long-term improvements to the main entry corridor.

Sunset Boulevard Vision Plan

Recent construction of the Sunset Beach overpass bridge, the addition of a public boat ramp, and the newly planned waterfront park has vastly changed the conditions and framework for development along the Sunset Boulevard Corridor. Because of these changes, the town has established a community-based vision for growth and development along the corridor. The completion of the project resulted in a coordinated citizen-based vision for the study area and a strong desire for additional non-motorized transportation facilities in the study area. Conceptual designs, cost estimates, and design guidelines were provided as part of the final document.

The Sunset Boulevard Vision Plan project team was led by Holland Consulting Planners (HCP), with the support of Sage Design and Davenport Transportation Consulting.

Contact: Rawls Howard, Planning & Inspections Director
Town of Sunset Beach, 700 Sunset Blvd. N, Sunset Beach, NC 28468
910-579-0068, rhoward@atmc.net
Total Value of Services: \$18,500



Additional County Comprehensive Plans completed by HCP include:

- Brunswick County CAMA Multi-Jurisdictional Land Use Plan (2007)
- Columbus County Comprehensive Plan (2012)
- Craven County CAMA Core Land Use Plan (2009)
- Gates County Comprehensive Plan (2015)
- Hyde County CAMA Core Land Use Plan (2006)
- Martin County Comprehensive Plan (2013)
- Onslow County Core Land Use Plan (2008)
- Perquimans County CAMA Core Land Use Plan Revision (2015)
- Tyrrell County Core Land Use Plan (2007)

To see additional projects completed or ongoing by Holland Consulting Planners, please visit any of the following websites:

<http://www.hcpplanning.com>

<http://www.planoakislandnc.net>

<http://www.plankinston.com>

<http://www.southeasternhmp.net>

<http://www.walkwadesboro.org>

<http://www.walklaurinburg.org>

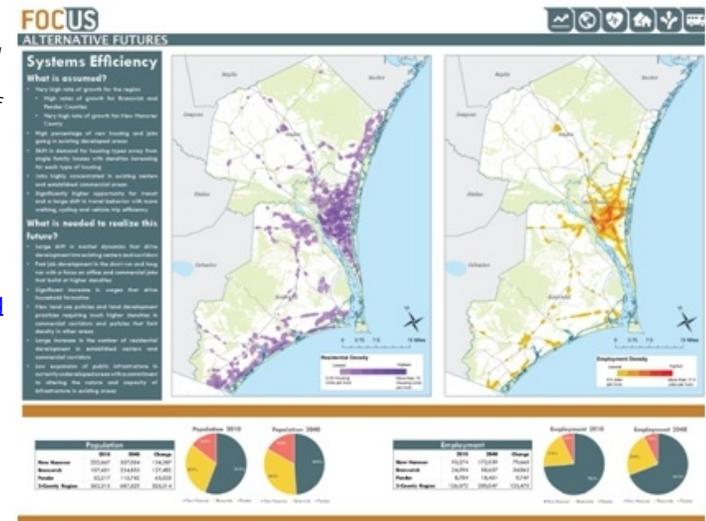
CAPE FEAR REGIONAL FRAMEWORK FOR OUR FUTURE PLAN - CAPE FEAR COUNCIL OF GOVERNMENTS, NC

Renaissance Planning Group worked with the Lower Cape Fear Sustainable Communities Consortium (called FOCUS) on a regional plan to create a framework for guiding growth over the next several decades. The project was made possible by a U.S. Department of Housing and Urban Development Sustainable Communities Regional Planning Grant.

Renaissance, in coordination with FOCUS partners in New Hanover, Pender and Brunswick Counties, developed alternative growth scenarios to help local and regional stakeholders and decision-makers understand the implications and trade-offs of a variety of land use, environmental and transportation policy options. The work leveraged the analytical powers of ArcGIS, Community Viz and a custom land use allocation utility that supported the modeling of prospective futures under a range of variable assumptions about market preferences, infrastructure availability/expansion, planning policies and programs, land value dynamics and more.

The process created the link between economic development and smart growth through the articulation of benefits that come from creating "Complete Communities." Renaissance led a series of technical assistance catalyst projects to apply the Lower Cape Fear Sustainable Communities Consortium's (FOCUS) sustainability principles to local sites within the region. Renaissance prepared a regional market assessment that helped frame important economic trends/ issues for the region and evaluated the market positions of the four catalyst project sites.

Contact: Jacob Vares,
 Planning Manager
 Cape Fear Council of
 Governments
 1480 Harbour Dr.
 Wilmington, NC
 28401
 910-395-4553
jvares@capefearcog.org
 Total Value of
 Services: \$345,000



CREEDMOOR FORWARD: STRATEGIC TEN-YEAR PLAN - CREEDMOOR, NC

The Creedmoor Forward: Strategic Ten-Year plan for infrastructure and public facilities improvements will assist the city with strategic positioning, economic development, and project implementation assistance by combining already recommended projects with new projects, policies, and programs identified through analysis and public engagement. Specific plan elements include: a vision statement and policy framework, economic profile, policy assessment, project prioritization, short-term action plan, project listing and implementation plan. Plan development will be completed in two phases: Phase 1: Strategic Positioning and Project Priorities, and Phase 2: Strategic Ten-year Plan.



The preparation of a Strategic Ten-Year Plan positions Creedmoor for a brighter future by taking advantage of city assets and overcoming challenge areas. The plan allows Creedmoor to make investments that have a lasting impact, leading to the recognition of the city as a more desirable community to live, work, and visit. Desired outcomes include:

- Clarifying the city's strong commitment to businesses and business owners, through initiatives including revitalization of the downtown district and other commercial areas.
- Responding to the communicated needs of residents by improving the recreational facilities and activities provided by the city, for users of all ages.
- Capitalizing on the city's proximity to regional centers including Durham, Raleigh, RTP, and Chapel Hill.
- Maximizing redevelopment opportunities in Creedmoor to overcome environmental factors and boosting return on investment in public infrastructure.

Renaissance is currently in Phase 1 of the project, working to develop an economic profile for Creedmoor, identifying the aspects of the city that can be leveraged, and characterizing the position of the city relative to achieving positive change. Additionally, a land suitability analysis is being conducted, identifying both demand-side and supply-side factors influencing the timing and nature of growth in Creedmoor.

Contact: Mike Frangos, AICP, Planning Director
City of Creedmoor, 211 North Main Street, Creedmoor, NC 27522
919/764.1016, mfrangos@cityofcreedmoor.org
Total Value of Services: \$140,000

EAST OF THE RIVERWAY TRANSPORTATION NETWORK PLAN - ASHEVILLE, NC

Renaissance prepared a comprehensive multimodal Transportation Network Plan for a 1,100-acre area adjacent to downtown, a project partially funded by the US Department of Transportation's Investment Generating Economic Recovery (TIGER) II Planning Grant program.

The plan helped to further community goals and improve transportation services by basing transportation planning on existing and future land use, existing comprehensive plans and on stakeholder input; improving the transportation of people and goods, using multimodal transportation modes and facilities; improving connectivity to, from and within the area; planning a safe, efficient, accessible, cost-effective transportation system; considering environmental impacts, including protecting and improving air quality; and helping strengthen existing neighborhoods, reduce vehicle miles traveled, and connecting people with jobs and services.



Throughout the course of the project, Renaissance conducted several public meetings to identify land use and transportation concerns and opportunities; used GIS mapping techniques to create base maps of the study area; developed alternative development scenarios for a 10-year horizon; and developed a final report. The final report included a vision statement and plan objectives; recommendations for supporting policies and guidelines; and a list of supportive transportation projects for subsequent capital programming. In September 2014, Renaissance assisted the City with the preparation of a TIGER grant application. The City was awarded the grant to help further develop the interconnected six-mile network of pedestrian, bicycle, roadway, and streetscape improvements.

Contact: Barb Mee, AICP, Transportation Planner
City of Asheville, PO Box 7148, Asheville, NC 28802
828/232-4540, bmee@ashevillenc.gov Total Value of Services: \$100,000

Statement of Qualifications:

The following summarizes factors which demonstrate why the project team is the most qualified to undertake preparation of the Pender County Comprehensive Land Use Plan Update:

- The project team has over 50 years of collective planning experience in North Carolina.
- HCP and Renaissance have local familiarity with current Pender County issues.
- HCP has been located in Wilmington, NC, since 1987 and can readily respond to the need for face-to-face meetings.
- HCP has worked with 15 of the 20 Coastal Area Management Act (CAMA) coastal counties and has prepared over 80 certified CAMA Land Use Plans.
- Renaissance Planning Group has extensive expertise in transportation related issues.
- HCP prepared the Polk County 20/20 Vision Plan which is being utilized by the NC Wildlife Resources Commission as a training case study for conservation methods for natural environment and wildlife habitat preservation.
- HCP has received two NCAPA Marvin Collins Planning Awards for exceptional comprehensive planning in the last five years.
- Renaissance Planning Group has past experience with small area planning in Pender County's high growth areas.
- HCP has extensive citizen participation experience including National Charrette Institute training and a track record of successful consensus building.
- HCP's project team has received both Form-Based and SmartCode training.
- The project team has staff and manpower available to complete the plan update in accordance with the proposed project schedule.
- HCP has prepared over 50 hazard mitigation plans within North Carolina, including the current Southeast Regional Hazard Mitigation Plan.

Project Approach/Scope of Work:

Introduction to Planning Process

A plan which has not been developed with broad-based public participation will not be embraced and effectively implemented. Development of a solid foundation (based on staff, stakeholder, and public input) for the preparation of an updated Pender County Comprehensive Plan is crucial. Accomplishment of thorough, effective public/stakeholder participation will be essential. Emphasis must be placed on broad-based participation in the overall plan development, including interest groups which reflect Pender County's diversity and communities.

Pender County is undergoing significant change. The planning process must embrace the County's socio-economic diversity in order to maximize the positive aspects of the change. Specifically, this process and, ultimately, the Comprehensive Plan should:

- Assess success/failure of the current Pender County Comprehensive Plan.
- Provide historical, current, and forecast data with regard to demographics/economics for the County and surrounding region.
- Plan for coordination of growth with infrastructure and services.
- Address mobility and transportation planning concerns.
- Integrate existing local, regional, and other plans affecting Pender County.
- Identify and assess key opportunities for growth and economic development, including the increasing pressure for developing regional urban areas.
- Identify key opportunities for increased active living facilities and healthy food options.

- Assess sustainability of local services and infrastructure systems.
- Develop/update small area plans (at least five areas) which provide foundations for more detailed future planning.
- Assess regulatory options.
- Develop policies/strategies which can be embraced and implemented by County staff and elected officials.
- Coordinate existing and ongoing planning activities.

Project Initiation

Project initiation will involve multiple tasks which will result in the definition of the concerns, issues, and objectives that must be addressed in overall development of the plan. The initiation phase will begin immediately following the issuance of a notice to proceed. The following tasks will be accomplished:

- Develop a specific Citizen Participation Plan (CPP) in order to define a collaborative effort between the public and the County.
- Conduct meetings with staff, elected officials, and representatives of various boards to discuss/collect pertinent data. This effort will also include stakeholder interviews.
- Establish an interactive website dedicated to the Comprehensive Plan.
- Initiate review of existing plans, ordinances, and documents pertaining to Pender County and the surrounding area.

Citizen Participation Plan

Effective citizen participation must be sustained throughout the process of developing the Comprehensive Plan. To ensure that the public is informed of meeting times and has access to the draft Comprehensive Plan throughout this process, the following steps will be taken:

- Social media will be utilized on an as-needed basis. Coordination with County staff and the creation of a Facebook page dedicated to the project will be pursued.
- The project team will coordinate press releases, public relations, notifications, and articles with the Wilmington Star-News and Pender-Topsail Post & Voice newspapers.
- Notices of all public meetings will be, at a minimum, emailed to civic groups and other interest groups (to be determined in concert with the County).
- Mail-outs via tax bills to absentee property owners will be distributed as needed.
- Copies of the draft plan will be placed at the County Administration Building for citizen review, as well as made available at all meetings to ensure that the citizens in attendance can review items being discussed.
- The project team will create and maintain a dedicated project website. The draft plan and all notices will be posted on this website so that citizens may either review the document online or print it.
- Signs may be placed on key corridors, along with posters of notification placed in prominent locations.

The project team has extensive successful experience with public involvement. The following summarizes our collective capabilities:

- National Charrette Institute trained team members.
- Experience with International Association for Public Participation.
- Experience with polls (e.g., Doodle), surveys (e.g., SurveyMonkey), social media (e.g., LinkedIn, Facebook, Twitter, YouTube, Google, and MindMixer).
- Demonstrated successful citizen participation experience.
- Extensive experience with the preparation of citizen participation plans.
- In 2010 and 2014, HCP received NCAPA Marvin Collins awards for projects developed with extensive citizen participation.
- The project team has over twenty-five (25) years experience conducting public meetings.



Plan Framework

The project team will undertake the primary responsibility for editing and writing the final plan document. Specific focus will be provided in drafting clear, concise policies that can be supported by findings from Pender County studies and surveys, best practices, and/or successful application in other jurisdictions. The project team will design the plan document, produce high-quality illustrations and graphics, and create visually appealing and informative maps to convey geographic data. The Comprehensive Land Use Plan will include, at a minimum, the following key elements:

- Current and future trends of development;
- Coordination of growth with infrastructure services;
- Modifications of future land use classifications;
- Detailed analysis of the land use in and around the boundaries of high growth areas to update/define the boundaries;
- Newly created or redefined zoning districts and land use classification types within high-growth areas;
- Existing and planned demographic shifts, including impacts from adjacent counties as well as two major catalysts: a community-wide, privately-owned sewer system in a high growth area, and the Hampstead bypass;
- Coordination of planned growth and regulatory actions with transportation planning;
- Existing plans that have been completed since the adoption of the 2010 Comprehensive Plan and their corresponding goals and policies (in addition, an update to the Pender County Collector Street Plan which is currently in progress and should be completed by early 2016);

- Update of existing goals, policies, and strategies resulting in concise, understandable actions which will be embraced by the County's elected officials;
- Utility coordination including water/sewer investments and goals and policies of private utility provider(s) and strategies for balancing infrastructure and population; and
- Consistency with updated Coastal Area Management Act (CAMA) requirements (adoption of new requirements anticipated early Spring 2016) and coordination for development and implementation process, including increased public access to area waterways.

Items of consideration and coordination to be included in the plan update:

- Potential overlay districts throughout the County, specifically within high-growth areas;
- Consideration of form-based code for urbanizing areas;
- Examination of A) the potential Hampstead bypass, and B) alternative recommendations if corridor protection is withdrawn;
- Schools, including a \$75 million voter-approved bond referendum;
- North Carolina Flood Risk Information System, Emergency Management Accreditation Program Standards 4.3 and 4.4, and National Flood Insurance Program Community Rating System;
- Coordination with the Southeastern NC Regional Hazard Mitigation Plan;
- Historic site inventory and historic preservation;
- Pender County Broadband report and data;
- Potential parks districting;

- Bicycle and pedestrian development and maintenance recommendations with return-on-investment analysis (including the development of the Cape Fear Regional Bicycle Plan);
- Duke Site Readiness Program and implementation strategies;
- Natural disaster resiliency;
- Incorporation of a health component, including healthy eating/active living, into goals, policies, and strategies;
- Incorporation of strategies to maintain unique rural characteristics;
- Economic development strategies;
- Capital Plan Development;
- Watershed Restoration Plan support language;
- Preparation of a land suitability analysis with mapping;
- Updated demographic data; and
- Incorporation of conservation methods.

Implementation is perhaps the most difficult task of any long-range planning effort. As such, policies and strategies will be drafted that provide a realistic road map for future growth and conflicts that arise from development. As part of the planning process, we will:

- Prepare goals, objectives, and strategies that will support the plan and provide a foundation for implementation. The topic areas may include: Economic Development, Recreation, Public/Private Utilities, Community Services, Transportation, Shoreline Management, Environment, and Land Use and Urban Design.

- Prepare a set of implementation strategies that provide methods for following the recommendations. An initial set of strategies will be determined with participation from the Advisory Committee and/or Planning Board and expanded upon, as appropriate, given the policy recommendations.
- All actions recommended by the Comprehensive Plan should identify a responsible department for implementation, outline necessary steps for implementation (study, regulation, physical project, CIP). This section will also outline a potential phasing approach for implementation of the plan.

The Comprehensive Plan will be drafted in manageable sections that can be presented to the Advisory Committee or Planning Board for review. Each section of the draft will be presented and revised to reflect additional stakeholder input. An electronic template format will be provided for further formatting and updating. NOTE: Because of HCP's proximity to Pender County, we will be available to accommodate face-to-face meetings throughout the project. HCP recommends at least one project review meeting per month throughout project development.

Plan Document Design

At a minimum, the plan document will include:

- Extensive color graphics.
- Before-and-after design concepts, including Photoshop renderings.
- Implementing strategies connected to applicable goals, objectives, timelines, and responsible agency.
- Graphic presentations of data.
- Specific plan document implementing actions to aid in continuing planning process beyond plan preparation.

- Incorporation of important graphic components of existing documents.
- Executive Summary. An executive summary of the final Comprehensive Plan will be prepared. The summary will be prepared in a user-friendly format acceptable to the County.

Project Team's Expectations of the County

The project team will rely on the County for the following items:

- Participate in the public input effort.
- Provide existing land use data.
- Conduct and/or attend meetings, festivals, public events, and workshops to solicit feedback from seasonal and year-round residents.
- Provide timely review of material provided by the project team.
- Serve as a directional resource for data collection.
- Provide local knowledge/input.
- Provide payment of invoices for publication of meeting notices.

Project Schedule

The project will be completed over a 12- to 14-month time period. Ideally, the project will be completed within 12 months. See chart below for a listing of tasks and associated timeframe. NOTE: This schedule is flexible.

<u>Project Task</u>	<u>Timeframe</u>
Issue Notice to Proceed	November 2015
Project Initiation	November to December 2015
Public Outreach	January and continuing through 2016
Research and Analysis	February to April 2016
Plan Format/Development	March to October 2016
Present Draft Plan to the Planning Board and Board of Commissioners	October to November 2016
Public Hearing & Plan Adoption	November to December 2016

Project Deliverables

Project deliverables should include:

- Public input documents, surveys, questionnaires, internet/social media outreach, and overall community outreach;
- Coordination and facilitation of steering committee meetings, public workshops, community visioning sessions, and public hearings;
- Final plan document including achievable goals, objectives and strategies, maps, illustrations and background information, and appendices. All plans should be provided in both hard copies and digital format;
- Action plans for integrating the implementation strategies into current, ongoing planning and budgeting processes.

References

Jennifer Collins, Senior Planner
 City of Goldsboro
 200 N. Center St, Goldsboro, NC 27530
 919.580.4327; jcollins@goldsboronc.gov

2014 Marvin Collins Planning Award
 Honorable Mention
 Comprehensive Planning -
 Large Community

Mary Rose, Planning Director
 Clinton-Sampson County Planning Department
 227 Lisbon Street, Clinton, NC 28329
 910.299.4904; mmr@cityofclintonnc.us

Adam Short, Planning Director
 City of Kinston
 PO Drawer 339, 207 E King Street, Kinston, NC 28501
 252.939.3269; Adam.Short@ci.kinston.nc.us

Cathy Ruth, County Planner
 Polk County
 PO Box 308, Columbus, NC 28722
 828.894.2732; planning@polknc.org

2010 Marvin Collins Planning Award
 Comprehensive Planning -
 Small Community

Availability/Personnel Hours:

Project Team Availability

HCP and Renaissance have the staff availability to initiate the Comprehensive Land Use Plan Update immediately upon receipt of the notification to proceed. Further, HCP (the project lead) has several projects nearing completion which will allow for a dedicated and concentrated focus on the Pender County Comprehensive Land Use Plan Update.

Contract Personnel Hours

Phase I - Project Initiation

Personnel	# of Hrs.
Dale Holland	16
Wes MacLeod	24
Landin Holland	24
GIS	24
Alan Steinbeck	24
Alex Bell	12
Caroline Dwyer	12

Phase II - Research and Analysis

Dale Holland	20
Wes MacLeod	112
Landin Holland	100
GIS	35
Administrative/Clerical	24
Alan Steinbeck	24
Alex Bell	32
Caroline Dwyer	32

Phase III - Plan Format/Development

Dale Holland	40
Wes MacLeod	156
Landin Holland	140
GIS	40
Administrative/Clerical	40
Alan Steinbeck	32
Alex Bell	48
Caroline Dwyer	80

Phase IV - Open House(s)/Public Hearing

Dale Holland	12
Wes MacLeod	20
Administrative/Clerical	4
Alan Steinbeck	12

TOTAL COMPREHENSIVE PLAN:

Dale Holland	88
Wes MacLeod	312
Landin Holland	264
GIS	99
Administrative/Clerical	68
Alan Steinbeck	92
Alex Bell	92
Caroline Dwyer	124
	1,139 Hours